

University of Groningen

Cultivating sources of competitive advantage

Olthaar, Matthias

IMPORTANT NOTE: You are advised to consult the publisher's version (publisher's PDF) if you wish to cite from it. Please check the document version below.

Document Version

Publisher's PDF, also known as Version of record

Publication date:

2015

[Link to publication in University of Groningen/UMCG research database](#)

Citation for published version (APA):

Olthaar, M. (2015). *Cultivating sources of competitive advantage: Opportunities for small-scale African farmers in global value chains*. [Thesis fully internal (DIV), University of Groningen]. University of Groningen, SOM research school.

Copyright

Other than for strictly personal use, it is not permitted to download or to forward/distribute the text or part of it without the consent of the author(s) and/or copyright holder(s), unless the work is under an open content license (like Creative Commons).

The publication may also be distributed here under the terms of Article 25fa of the Dutch Copyright Act, indicated by the "Taverne" license. More information can be found on the University of Groningen website: <https://www.rug.nl/library/open-access/self-archiving-pure/taverne-amendment>.

Take-down policy

If you believe that this document breaches copyright please contact us providing details, and we will remove access to the work immediately and investigate your claim.

Downloaded from the University of Groningen/UMCG research database (Pure): <http://www.rug.nl/research/portal>. For technical reasons the number of authors shown on this cover page is limited to 10 maximum.

Bibliography

- Acemoglu, D, and Robinson, J. A., 2006. De Facto Political Power and Institutional Persistence. *The American Economic Review*, 96 (2), pp. 325-330
- Adhikari, B. and Lovett, J. C., 2006. Institutions and collective action: Does heterogeneity matter in community-based resource management? *Journal of Development Studies*, 42 (3), pp. 426-445
- Agarwal, R., Croson, R., Mahoney, J. T., 2010. The Role of Incentives and Communication in Strategic Alliances: An Experimental Investigation. *Strategic Management Journal*, 31 (4), pp. 413-437.
- Ahn, T. K., Isaac, R. M., and Salmon, T. C., 2008. Endogenous Group Formation. *Journal of Public Economic Theory*, 10 (2), pp. 171-194.
- Aidis, R., Estrin, S., and Mickiewicz, T., 2008. Institutions and entrepreneurship development in Russia: A comparative perspective. *Journal of Business Venturing*, 23 (6), pp. 656-672
- Ainuddin, R. A., Beamish, P. W., Hulland, J. S., and Rouse, M. J., 2007. Resource attributes and firm performance in international joint ventures. *Journal of World Business*, 42 (1), pp. 47-60
- Alston, J. M. and Pardey, P. G. Agriculture in the Global Economy. *Journal of Economic Perspectives*, 28 (1), pp. 121-146
- Altenburg, T., 2011. Interest groups, power relations, and the configuration of value chains: The case of biodiesel in India. *Food Policy*, 36 (6), pp. 742-748.
- Amit, R. and Schoemaker, P. J. H., 1993. Assets and Organizational Rent. *Strategic Management Journal*, 14 (1), pp. 33-46.
- Armstrong, C. E., and Shimizu, K., 2007. A Review of Approaches to Empirical Research on the Resource-Based View of the Firm. *Journal of Management*, 33 (6), pp. 959-986.
- Araujo, L., Dubois, A., and Gadde, L. E., 2003. The Multiple Boundaries of the Firm. *Journal of Management Studies*, 40 (5), pp. 1256-1277.
- Barham, J. and Chitemi, C., 2009. Collective action initiatives to improve marketing performance: Lessons from farmer groups in Tanzania. *Food Policy*, 34 (1), pp. 53-59.
- Barney, J. B., 1991. Firm Resources and Sustained Competitive Advantage. *Journal of Management*, 17 (1), pp. 99-120.

- Barney, J. B., 2001. Is the Resource-Based “View” a Useful Perspective for Strategic Management Research? Yes. *Academy of Management Review*, 26 (1), pp. 41-56.
- Barney, J. B., Ketchen, D. J., and Wright, M., 2011. The Future of Resource-Based Theory: Revitalization or Decline? *Journal of Management*, 37 (5), pp. 1299-1315.
- Baron, D. P., 1995. Integrated Strategy: Market and Nonmarket Components. *California Management Review*, 37 (2), 47-65
- Battilana, J., Leca, B., and Boxenbaum, E., 2009. How actors change institutions: Towards a theory of institutional entrepreneurship. *Academy of Management Annals*, 3 (1), pp. 65-107.
- Baughn, C. C., Chua, B.-L., and Neupert, K. E., 2006. The Normative Context for Women’s Participation in Entrepreneurship: A Multicountry Study. *Entrepreneurship Theory & Practice*, 30 (5), pp. 687-708
- Baumol, W.J., 2002. The Free-Market Innovation Machine. Princeton UP.
- Bernard, T., and Spielman, D.J., 2009. Reaching the rural poor through rural producer organizations? A study of agricultural marketing cooperatives in Ethiopia. *Food Policy*, 34 (1), pp. 60-69
- Bernard, T., De Janvry A., and Sadoulet, E., 2010. When does community conservatism constrain village organizations? *Economic Development and Cultural Change*, 58 (4), pp. 609-641
- Beverland, M., 2007. Can cooperatives brand? Exploring the interplay between cooperative structure and sustained brand marketing success. *Food Policy*, 32 (4), pp. 480-495.
- Bitzer, V., 2011. *Partnering for Change in Chains*. Thesis (PhD), University of Utrecht, the Netherlands.
- Brazys, S. R., 2013. Evidencing Donor Heterogeneity in Aid for Trade. *Review of International Political Economy*, 20 (4), pp. 947-978
- Bruton, G.D., 2010. Business and the World’s Poorest Billion – The Need for an Expanded Examination by Business Scholars. *Academy of Management Perspectives*, 24 (3), pp. 6-10
- Bruton, G. D., Ahlstrom, D., and Obloj, K., 2008. Entrepreneurship in Emerging Economies: Where Are We Today and Where Should the Research Go in the Future. *Entrepreneurship Theory and Practice*, 32 (1), pp. 1-14

- Bruton, G.D., Filatotchev, I., Si, S., and Wright, M., 2013. Entrepreneurship and strategy in emerging economies. *Strategic Entrepreneurship Journal*, 7 (3), pp. 169-180
- Busenitz, W.L., and Barney, J.B., 1997. Differences between entrepreneurs and managers in large organizations: Biases and heuristics in strategic decision making. *Journal of Business Venturing*, 12 (1), pp. 9-30
- Calì, M. and Te Velde, D. W., 2011. Does Aid for Trade Really Improve Trade Performance? *World Development*, 39 (5), pp. 725-740
- Carsrud, A., and Brännback, 2011 M. Entrepreneurial Motivations: What do we still need to know? *Journal of Small Business Management*, 49 (1), pp. 9-26
- Casciaro, T. and Piskorski, M. J., 2005. Power imbalance, mutual dependence, and constraint absorption: A closer look at resource dependence theory. *Administrative Science Quarterly*, 50 (2), pp. 167-199.
- Chen, P.C., Greene, P.G., and Crick, A., 1998. Does Entrepreneurial Self-Efficacy Distinguish Entrepreneurs from Managers? *Journal of Business Venturing*, 13 (4), pp. 295-316
- Coe, N. M., Dicken, P. and Hess, M., 2008. Global Production Networks: Realizing the Potential. *Journal of Economic Geography*, 8 (3), pp. 271-295.
- Cramer, C., 1999. Can Africa industrialize by Processing Primary Commodities? The Case of Mozambican Cashew Nuts. *World Development*, 27 (7), pp. 1247-1266.
- Craviotti, C., 2012. Producer Relationships and local Development in Fresh Fruit Commodity Chains: An Analysis of Blueberry Production in Entre Rios, Argentina. *Regional Studies*, 46 (2), pp.203-215.
- Crook, T. R., Ketchen, D. J., Combs, J. G., and Todd, S. Y., 2008. Strategic resources and performance: a meta-analysis. *Strategic Management Journal*, 29 (11), pp. 1141-1154
- Dasgupta, A. and Beard, V.A., 2007. Community Driven Development, Collective Action and Elite Capture in Indonesia. *Development and Change*, 38 (2). Pp. 229-249
- Dawar, N. and Frost, T., 1999. Competing with Giants – Survival Strategies for Local Companies in Emerging Markets. *Harvard Business Review*, 77 (2), pp. 119-129.
- De Clercq, D. Danis, W. M., and Dakhli, M., 2010. The moderating effects of institutional context on the relationship between associational activity and new

business activity in emerging economies. *International Business Review*, 19 (1), pp. 85-101

Desai, R.M., and Joshi, S., 2014. Can Producer Associations Improve Livelihoods? Evidence from Farmer Centres in India. *Journal of Development Studies*, 50 (1), pp. 64-80

Devaux, A., Horton, D., Velasco, C., Thiele, G., Lopez, G., Bernet, T., Reinoso, I. and Ordinola, M., 2009. Collective action for market chain innovation in the Andes. *Food Policy*, 34, pp. 31-38.

DiMaggio, P. J., 1988. Interest and agency in institutional theory. *In*: Zucker, L. (ed.). *Institutional patterns and organizations*. Cambridge, MA: Ballinger

Dolfsma, W., Verburg, R., 2008. Structure, Agency, and the Role of Values in Processes of Institutional Change. *Journal of Economic Issues*, 42 (4), pp. 1031-1054

Dolfsma, W., and van der Eijk, R., 2010. Knowledge development and coordination via market, hierarchy and gift exchange. *In*: Davis, J. B., ed. *Global Social Economy – Development, work and policy*. Abingdon (UK): Routledge.

Donovan, J. and Poole, N., 2014. Changing asset endowments and smallholder participation in higher value markets: Evidence from certified coffee producers in Nicaragua. *Food Policy*, 44, pp. 1-13.

Duvanova, D., 2014. Economic Regulations, Red Tape, and Bureaucratic Corruption in Post-Communist Economies. *World Development*, 59, pp. 298-312

Dyer, J. H. and Singh, H., 1998. The Relational View: Cooperative Strategy and Sources of Interorganizational Competitive Advantage. *The Academy of Management Review*, 23 (4), pp. 660-679.

Eisenhardt, K. M., 1989. Building Theories from Case Study Research. *Academy of Management Review*, 14 (4), pp. 532-550.

Eisenhardt, K. M., 1991. Better Stories and Better Constructs: The Case for Rigor and Comparative Logic. *Academy of Management Review*, 16 (3), pp. 620-627

Eisenhardt, K. M. and Graebner, M. E., 2007. Theory Building From Cases: Opportunities and Challenges. *Academy of Management Journal*, 50 (1), pp. 25-32

Eisenhardt, K. M., and Martin, J. A., 2000. Dynamic Capabilities: What Are They? *Strategic Management Journal*, 21 (10-11), pp. 1105-1121.

Estrin, S., Korosteleva, J., and Mickiewicz, T., 2013. Which institutions encourage entrepreneurial growth aspirations? *Journal of Business Venturing*, 28 (4), pp. 564-580

Fischer, E. and Qaim, M., 2012. Linking Smallholders to Markets: Determinants and Impacts of Farmer Collective Action in Kenya. *World Development*, 40 (6), pp. 1255-1268

Foss, N.J. and S. Lindenberg, 2011. Managing Joint Production Motivation: The Role of Goal Framing and Governance Mechanisms. *Academy of Management Review*, 36 (3), pp. 500-525.

Fredriksson, A., 2014. Bureaucracy intermediaries, corruption and red tape. *Journal of Development Economics*, 108, pp. 256-273

Garud, R., Jain, S., and Kumaraswamy, A., 2002. Institutional entrepreneurship in the sponsorship of common technological standards: The case of Sun Microsystems and Java. *Academy of Management Journal*, 45 (1), pp. 196-214

Gereffi, G., 1999. International trade and industrial upgrading in the apparel commodity chain. *Journal of International Economics*, 48 (1), pp. 37-70.

Gereffi, G., Humphrey, J., Kaplinsky, R., and Sturgeon, T. J., 2001. Introduction: Globalisation, Value Chains and Development. *IDS Bulletin*, 32 (3), pp. 1-8.

Gereffi, G., Humphrey, J., and Sturgeon, T., 2005. The governance of global value chains. *Review of International Political Economy*, 12 (1), pp. 78-104.

Gibbon, P., Bair, J., and Ponte, S., 2008. Governing global value chains: an introduction. *Economy and Society*, 37 (3), pp. 315-338.

Gilbert, C.L., 2008. Value chain analysis and market power in commodity processing with application to the cocoa and coffee sectors. In: FAO. *Commodity Market Review*. Rome, Italy: FAO, pp. 5-34.

Gollin, D., and Rogerson, R., 2014. Productivity, transport costs and subsistence agriculture. *Journal of Development Economics*, 107, pp. 38-48

Grant, R. M., 1991. The Resource-Based Theory of Competitive Advantage: Implications for Strategy Formulation. *California Management Review*, 33 (3), pp. 114-135.

Hawkins, D. I., 1993. New business entrepreneurship in the Japanese economy. *Journal of Business Venturing*, 8 (2), pp. 137-150

Helfat, C. E. and Peteraf, M. A., 2003. The Dynamic Resource-Based View: Capability Lifecycles. *Strategic Management Journal*, 24 (10), pp. 997-1010.

- Helfat, C.E., Finkelstein, S., Mitchell, W., Peteraf, M.A., Singh, H., and Teece, D.J., 2007. *Dynamic Capabilities: Understanding Strategic Change in Organizations*. Blackwell: Malden, MA
- Hellin, J., Lundy, M. and Meijer, M., 2009. Farmer organization, collective action and market access in Meso-America. *Food Policy*, 34 (1), pp. 16-22.
- Helmke, G., and Levitsky, S., 2004. Informal institutions and comparative politics: A research agenda. *Perspectives on Politics*, 2 (4), pp. 725-740
- Helmke, G., and Levitsky, S., 2006. *Informal Institutions and Democracy: Lessons from Latin America*. Baltimore: Johns Hopkins University Press
- Henderson, J., Dicken, P., Hess, M., Coe, N, and Yeung, H. W. C., 2002. Global production networks and the analysis of economic development. *Review of International Political Economy*, 9 (3), pp. 436-464
- Hitt, M. A., Dacin, M. T., Levitas, E., Arregle, J. L. and Borza, A., 2000. Partner Selection in Emerging and Developed Market Contexts: Resource-Based and Organizational Learning Perspectives. *Academy of Management Journal*, 43 (3), pp. 449-467.
- Hitt, M. A., Bierman, L., Shimizu, K., and Kochhar, R., 2001. Direct and Moderating Effects of Human Capital on Strategy and Performance in Professional Service Firms: A Resource-Based Perspective. *Academy of Management Journal*, 44 (1), pp. 13-28.
- Hofstede, G., 2001. 2nd ed. London, United Kingdom: Sage Publications Ltd. *Culture's Consequences – Comparing Values, Behaviors, Institutions, and Organizations Across Nations*.
- Hoskisson, R. E., Eden, L., Lau, C. M. and Wright, M., 2000. Strategy in Emerging Economies. *The Academy of Management Journal*, 43 (3), pp. 249-267.
- Humphrey, J., 2006. Policy Implications of Trends in Agribusiness Value Chains. *The European Journal of Development Research*, 18 (4), pp.572-592.
- Humphrey, J. and Memenovic, O., 2006. Global Value Chains in the Agrifood Sector. United Nations Industrial Development Organization, Working Paper.
- Humphrey, J. and Schmitz, H., 2001. Governance in Global Value Chains. *IDS Bulletin*, 32 (3), pp. 1- 17.
- Humphrey, J. and Schmitz, H., 2002. How Does Insertion in Global Value Chains Affect Upgrading in Industrial Clusters? *Regional Studies*, 36 (9), pp. 1017-1027.

- Jacobides, M. G., and Hitt, L. M., 2005. Losing sight of the forest for the trees? Productive capabilities and gains from trade as drivers of vertical scope. *Strategic Management Journal*, 26 (13), pp. 1209-1227
- Jespersen, K. S., Kelling, I., Ponte, S. and Kruijssen, F., 2014. What shapes food value chains? Lessons from aquaculture in Asia. *Food Policy*, 49, pp. 228-240.
- Johns, J., 2006. Video games production networks: value capture, power relations and embeddedness. *Journal of Economic Geography*, 6 (2), pp. 151-180.
- Jütting, J., 2003. Institutions and Development: A Critical Review. OECD Development Centre Working Paper No. 210
- Kaganzi, E., Ferris, S., Barham, J., Abenakyo, A., Sanginga, P. and Njuki, J., 2009. Sustaining linkages to high value markets through collective action in Uganda. *Food Policy*, 34 (1), pp. 23-30.
- Kaplinsky, R., 2000. Globalisation and Unequalisation: What Can Be Learned From Value Chain Analysis? *Journal of Development Studies*, 37 (2), pp. 117-146.
- Kaplinsky, R., 2006. How can agricultural producers appropriate a greater share of value chain incomes? In: Sarris, A. and Hallam, D., eds. *Agricultural commodity markets and trade – New Approaches to Analyzing Market Structure and Instability*. Cheltenham UK: Edgar Elgar Publishing, pp. 356-379.
- Khanna, T. and Palepu, K., 1997. Why focused strategies may be wrong for emerging markets. *Harvard Business Review*, 75 (4), pp. 41-51
- Khanna, T. and Palepu, K., 2000. The Future of Business Groups in Emerging Markets: Long-Run Evidence from Chile. *Academy of Management Journal*, 43 (3), pp. 268-285
- Koenker, R., and Hallock, K. F., 2001. Quantile Regression. *Journal of Economic Perspectives*, 15 (4), pp. 143-156
- Kumar, N., 1996. The Power of Trust in Manufacturer-Retailer Relationships. *Harvard Business Review*, 74 (6), pp. 92-106.
- Langley, A., 1999. Strategies for Theorizing from Process Data. *Academy of Management Review*, 24 (4), pp. 691-710
- Levitas, E. and Chi, T., 2002. Research notes and commentaries – Rethinking Rouse and Daellenbach's rethinking: Isolating vs. testing for sources of sustainable competitive advantage. *Strategic Management Journal*, 23 (10), pp. 957 – 962

- Luo, Y., 2008. Procedural Fairness and Interfirm Cooperation in Strategic Alliances. *Strategic Management Journal*, 29 (1), pp. 27-46.
- MacKinnon, D., 2012. Beyond strategic coupling: reassessing the firm-region nexus in global production networks. *Journal of Economic Geography*, 12 (1), pp. 227-245.
- Mahoney, J. T. and Pandian, J. R., 1992. The Resource-Based View Within the Conversation of Strategic Management. *Strategic Management Journal*, 13 (5), pp. 363-380
- Mair, J. and Marti, I., 2009. Entrepreneurship in and around institutional voids: A case study from Bangladesh. *Journal of Business Venturing*, 24 (5), pp. 419-435.
- Mair, J., Marti, I., and Ventresca, M. J., 2012. Building inclusive markets in rural Bangladesh: How intermediaries work institutional voids. *Academy of Management Journal*, 55 (4), pp. 819-850
- Markelova, H., Meinzen-Dick, R., Hellin, J. and Dohrn, S., 2009. Collective action for smallholder access. *Food Policy*, 34, pp. 1-7.
- McEvily, B. and Zaheer, A., 1999. Bridging Ties: A Source of Firm Heterogeneity in Competitive Capabilities. *Strategic Management Journal*, 20 (12), pp. 1133-1156.
- Mesquita, L. F., and Lazzarini, S. G., 2008. Horizontal and Vertical Relationships in Developing Economies: Implications for SMEs' Access to Global Markets. *Academy of Management Journal*, 51 (2), pp. 359-380.
- Miller, D., 2003. An Asymmetry-Based View of Advantage: Towards an Attainable Sustainability. *Strategic Management Journal*, 24 (10), pp. 961-976
- Minten, B., Singh, K. M. and Sutradhar, R., 2013. Branding and agricultural value chains in developing countries: Insights from Bihar (India). *Food Policy*, 38, pp. 23-34
- Murphy, J. T. and Schindler, S., 2011. Globalizing development in Bolivia? Alternative networks and value-capture challenges in the wood products industry. *Journal of Economic Geography*, 11 (1), pp. 61-85.
- Naidu, S.C., 2009. Heterogeneity and Collective Management: Evidence from Common Forests in Himachal Pradesh, India. *World Development*, 37 (3), pp. 676-686

- Narrood, C., Roy, D., Okello, J., Avendano, B., Rich, K. and Thorat, A., 2009. Public-private partnerships and collective action in high value fruit and vegetable supply chains. *Food Policy*, 34 (1) pp. 8-15.
- Naudé, W., 2010. Entrepreneurship, developing countries, and development economics: new approaches and insights. *Small Business Economics*, 34 (1), pp. 1-12
- Neilson, J., Pritchard, B. and Yeung, H. W., 2014. Global value chains and global production networks in the changing international political economy: An introduction. *Review of International Political Economy*, 21 (1), pp. 1-8.
- Newbert, S. L., 2007. Empirical Research on the Resource-Based View of the Firm: An Assessment and Suggestions for Future Research. *Strategic Management Journal*, 28 (2), pp. 121-146
- Newbert, S. L., 2008. Value, Rareness, Competitive Advantage, and Performance: A Conceptual Level Empirical Investigation of the Resource-Based View of the Firm. *Strategic Management Journal*, 29 (7), pp. 745-768
- North, D. C., 1990. *Institutions, institutional change, and economic performance*. Cambridge (UK): Cambridge University Press.
- North, D. C., 1991. Institutions. *Journal of Economic Perspectives*, 5 (1), pp. 97-112.
- Nowak-Lehmann, F., Martínez-Zarzoso, I., Klasen, S., and Herzer, D., 2009. Aid and Trade – A Donor's Perspective. *Journal of Development Studies*, 45 (7), pp. 1184-1202
- Oliver, C., 1991. Strategic Responses to Institutional Processes. *Academy of Management Review*, 16 (1), pp. 145-179
- Olson, M., 1965. *The logic of collective action*. Cambridge, Massachusetts: Harvard UP.
- Ostrom, E., Walker, J., and Gardner, R., 1992. Covenants With and Without a Sword: Self-Governance is Possible. *American Political Science Review*, 86 (2), pp. 404-417.
- Ozcan, P. and Eisenhardt, K. M. (2009) "Origin of Alliance Portfolios: Entrepreneurs, network strategies, and firm performance" *Academy of Management Journal*, 52(2): 246-279.
- Penrose, E. T., 1959. *The Theory of the Growth of the Firm*. London: Basil Blackwell

- Pfeffer, J. and Salancik, G. R., 1978. *The external control of organizations: a resource dependence perspective*. New York: Harper & Row
- Ponte, S. and Ewert, J., 2009. Which way is “up” in upgrading? Trajectories of change in the value chain for South-African wine. *World Development*, 30 (10), pp. 1637-1650.
- Ponte, S. and Sturgeon, T., 2014. Explaining governance in global value chains: A modular theory-building effort. *Review of International Political Economy*, 21 (1), pp. 195-223.
- Poppo, L. and Zenger, T., 2002. Do Formal Contracts and Relational Governance Function as Substitutes or Complements? *Strategic Management Journal*, 23 (8), pp. 707-725.
- Porter, M.E., 1985. *Competitive Advantage*. New York: The Free Press.
- Poteete, A. R. and Ostrom, E., 2004. Heterogeneity, Group Size, and Collective Action: The Role of Institutions in Forest Management. *Development and Change*, 35 (3), pp. 435-461
- Prahalad, C. K. and Hamel, G., 1990. The core competence of the corporation. *Harvard Business Review*, 68 (3) pp. 79-91.
- Priem, R. L., and Butler, J. E., 2001a. Is the Resource-Based “View” a Useful Perspective for Strategic Management Research? *Academy of Management Review*, 26 (1), pp. 22-40.
- Priem, R. L., and Butler, J. E., 2001b. Tautology in the Resource-Based View and the Implications of Externally Determined Resource Value: Further Comments. *Academy of Management Review*, 26 (1), pp. 57-66
- Rakner, L., and Randall, V., 2011. Institutional Perspectives. In: Burnell, P., Randall, V., and Rakner, L. (eds): *Politics in the Developing World*, 3rd ed., New York: Oxford University Press.
- Rawls, J., 1955. Two concepts of rules. *The philosophical review*, 64, pp. 3-32
- Rouse, M. J. and Daellenbach, U. S., 1999. Research notes and communications – Rethinking research methods for the resource-based perspective: isolating sources of sustained competitive advantage. *Strategic Management Journal*, 20 (5), pp. 487-494.
- Rouse, M. J. and Daellenbach, U. S., 2002. Research notes and commentaries – More thinking on research methods for the resource-based perspective. *Strategic Management Journal*, 23 (10), pp. 963-967

- Ruttan, L. M., 2008. Economic Heterogeneity and the Commons: Effects on Collective Action and Collective Goods Provisioning. *World Development*, 36 (5), pp. 969-985
- Ruwanpura, K. N. and Wrigley, N., 2011. The costs of compliance? Views of Sri Lankan apparel manufacturers in times of global economic crisis. *Journal of Economic Geography*, 11 (6), pp. 1031-1049.
- Sampson, R.C., 2007. R&D Alliances and Firm Performance: The impact of technological diversity and alliance organization on innovation. *Academy of Management Journal*, 50 (2), pp. 364-386.
- Schulpen, L. 2002. Private Sector Development: Policies, Practices, and Problems. *World Development*, 30 (1), pp. 1-15
- Seelos, C., and Mair, J., 2007. Profitable business models and market creation in the context of deep poverty: A strategic view. *Academy of Management Perspectives*, 24 (4), pp. 49-63
- Seo, M. G., and Creed, W. E. D., 2002. Institutional contradictions, praxis, and institutional change: A dialectical perspective. *Academy of Management Perspective*, 27 (2), pp. 222-247
- Sirmon, D.G., and Hitt, M. A., 2009. Contingencies within dynamic managerial capabilities: interdependent effects of resource investment and deployment on firm performance. *Strategic Management Journal*, 30 (13), pp. 1375-1394.
- Sirmon, D.G., Hitt, M. A. and Ireland, R. D., 2007. Managing Firm Resources in Dynamic Environments to Create Value: Looking Inside the Black Box. *Academy of Management Review*, 32 (1), pp. 273-292.
- Sirmon, D.G., Gove, S. and Hitt, M. A., 2008. Resource Management in Dyadic Competitive Rivalry: The Effects of Resource Bundling and Deployment. *Academy of Management Journal*, 51 (5), pp. 919-935.
- Sturgeon, T. J., 2001. How Do We Define Value Chains and Production Networks? *IDS Bulletin*, 32 (3), pp. 1-8.
- Sturgeon, T. 2007. From Commodity Chains to Value Chains: Interdisciplinary Theory Building in an age of Globalization. *ITEC Working Paper Series*, Working Paper 07-28.
- Sutter, C. J., Webb, J. W., Kistruck, G. M., and Bailey, A. V. G., 2013. Entrepreneurs' responses to semi-formal illegitimate institutional arrangements. *Journal of Business Venturing*, 28 (6), pp. 743-758

- Teece, D. J., 1986. Profiting from technological innovation: Implications for integration, collaboration, licensing and public policy. *Research Policy*, 15 (6), pp. 285-305.
- Teece, D. J., 2006. Reflections on “Profiting from Innovation”. *Research Policy*, 35 (8), pp. 1131-1146.
- Teece, D. J., Pisano, G., and Shuen, A., 1997. Dynamic Capabilities and Strategic Management. *Strategic Management Journal*, 18 (7), pp. 509-533.
- Thorp, R., Stewart, F. and Heyer, A., 2005. When and How Far is Group Formation a Route Out of Chronic Poverty. *World Development*, 33 (6), pp. 907-920.
- Tobias, J.M., Mair, J., and Barbosa-Leiker, C., 2013. Toward a theory of transformative entrepreneuring: Poverty reduction and conflict resolution in Rwanda’s entrepreneurial coffee sector. *Journal of Business Venturing*, 28 (6), pp. 728-742
- Torre, A., 2006. Collective action, governance structure and organizational trust in localized systems of production. The case of the AOC organization of small producers. *Entrepreneurship & Regional Development*, 18 (1), pp. 55-72.
- Uzzi, B., 1997. Social Structure and Competition in Interfirm Networks: The Paradox of Embeddedness. *Administrative Science Quarterly*, 42 (1), pp. 35-67.
- Van Bekkum, O. F., 2001. *Cooperative Models and Farm Policy Reform*. Thesis (PhD), Nyenrode University, the Netherlands.
- Van de Ven, A. H., Sapienza, H. J., and Villanueva, J., 2007. Entrepreneurial Pursuits of Self- and Collective Interests. *Strategic Management Journal*, 1 (3-4), pp. 353-370.
- Van Lieshout, P., Went, R., and Kremer, M., 2010. *Less Pretension, More Ambition – Development Policy in Times of Globalization*. Amsterdam, the Netherlands: Amsterdam UP
- Varughese, G. and Ostrom, E., 2001. The Contested Role of Heterogeneity in Collective Action: Some Evidence from Community Forestry in Nepal. *World Development*, 29 (5), pp. 747-765.
- Wagner III, J. A., 1995. Studies of Individualism-Collectivism: Effects on Cooperation in Groups. *Academy of Management Journal*, 38 (1), pp. 152-172.
- Wernerfelt, B., 1984. A Resource-Based View of the Firm. *Strategic Management Journal*, 5 (2), pp. 171-180.

- Wiklund, J., Patzelt, H., and Shepherd, D. A., 2009. Building an integrative model of small business growth. *Small Business Economics*, 32 (4), pp. 351-374
- Williamson, O. E., 1975. *Markets and Hierarchies: Analysis and Antitrust Implications*. New York: The Free Press.
- Williamson, O. E., 2000. The New Institutional Economics: Taking stock Looking Ahead. *Journal of Economic Literature*, 38 (3), pp. 595-613.
- Wincent, J., Örtqvist, D., Eriksson, J. and Autio, E., 2010. The more the merrier? The effect of group size on effectiveness in SME funding campaigns. *Strategic Organization*, 8 (1), pp. 43-68.
- World Bank, 2007. *World Development Report 2008. Agriculture for Development*. Washington: The International Bank for Reconstruction and Development / The World Bank.
- Yeung, H. W.-C., 2009. Regional development and the competitive dynamics of global production networks: an East Asian perspective. *Regional Studies*, 43 (3), pp. 325-352.
- Yin, R. K., 2003. *Case study research – Design and methods*. Thousand Oaks (CA): SAGE publications, Inc.